Canadian Food Inspection Agency

2015–16

Report on Plans and Priorities

Approved:

The Honourable Rona Ambrose, PC, MP
Minister of Health

© 2015 Her Majesty the Queen in Right of Canada (Canadian Food Inspection Agency), all rights reserved. Use without permission is prohibited.

CFIA P0836E-13
Catalogue No.: A101-5/2015E-PDF
ISSN: 2292-3861

Cette publication est aussi disponible en français.

Table of Contents

Minister's Message 1

Section I: Organizational Expenditure Overview 3

Organizational Profile 3

Organizational Context 4

Planned Expenditures 13

Alignment of Spending With the Whole-of-Government Framework 16

Departmental Spending Trend 17

Estimates by Vote 18

Section II: Analysis of Programs by Strategic Outcome 19

Strategic Outcome: A Safe and Accessible Food Supply and Plant and Animal Resource Base 19

Program 1.1: Food Safety Program 21

Sub-Program 1.1.1: Meat and Poultry 24

Sub-Program 1.1.2: Egg 26

Sub-Program 1.1.3: Dairy 27

Sub-Program 1.1.4: Fish and Seafood 28

Sub-Program 1.1.5: Fresh Fruit and Vegetables 30

Sub-Program 1.1.6: Processed Products 31

Sub-Program 1.1.7: Imported and Manufactured Food Products 33

Program 1.2: Animal Health and Zoonotics Program 35

Sub-Program 1.2.1: Terrestrial Animal Health 37

Sub-Program 1.2.2: Aquatic Animal Health 39

Sub-Program 1.2.3: Feed 40

Program 1.3: Plant Resources Program 41

Sub-Program 1.3.1: Plant Protection 43

Sub-Program 1.3.2: Seed 45

Sub-Program 1.3.3: Fertilizer 46

Sub-Program 1.3.4: Intellectual Property Rights 47

Program 1.4: International Collaboration and Technical Agreements 48

Internal Services 52

Section III: Supplementary Information 55
Future-Oriented Statement of Operations 55
Supplementary Information Tables 56
Tax Expenditures and Evaluations Report 56

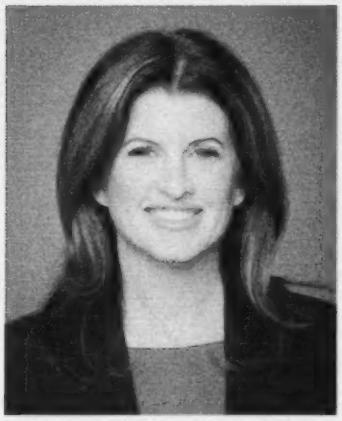
Section IV: Organizational Contact Information 57

Appendix: Definitions 59

Endnotes 61

Minister's Message

The Honourable Rona Ambrose, PC, MP
Minister of Health



I am pleased to report that food safety continues to be a priority for the Government of Canada as I present to Parliament, and to Canadians, the CFIA's *2015–16 Report on Plans and Priorities*.

The Government will continue to strive to ensure that CFIA remains a world-class regulator in the food safety, animal health, and plant resources protection sectors. In November 2014, the Conference Board of Canada, in collaboration with the University of Guelph's Food Institute, ranked Canada's food safety system as the best in the world, which is a confirmation of our high standards.

As part of Agency Transformation, the CFIA will continue implementing the Safe Food for Canadians Action Plan to modernize Canada's food safety system and adapt it to the Canadian consumer, global and scientific trends.

I am also pleased to report that the proposed *Agricultural Growth Act, Bill C–18*, which passed Third Reading in the House of Commons in November 2014, and is now before the Senate, will not only help Canadian farmers benefit from the latest scientific research from around the world, but will also provide the CFIA with the authority to consider foreign reviews, data and analyses during the approval or registration of new agricultural products in Canada. It will also allow for a more effective approvals process.

The CFIA will continue to work diligently in collaboration and partnership with industry, consumers, universities, and federal, provincial and municipal organizations, to protect Canadians from preventable health risks related to food and zoonotic diseases.

The Government also remains focussed on expanding market access for Canadian producers, ensuring a safe and healthy environment for Canadians, and a thriving Canadian food, animal health, and plant resources industry. As such, the CFIA will continue to actively participate in the joint US-Canada Beyond the Border (BtB) and Regulatory Cooperation Council (RCC) initiatives. These initiatives aim to facilitate trade and retain Canadian consumers' confidence in Canada's food supply.

Mitigating risks to food safety remains the CFIA's highest priority as it works closely with Health Canada and the Public Health Agency of Canada, under the Health portfolio.

Safeguarding the health and well-being of Canada's people, environment, and economy will continue to be the driving force behind the design and development of the CFIA's programs.

The Honourable Rona Ambrose, PC, MP
Minister of Health

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: The Honourable Rona Ambrose, PC, MP

Deputy Head: Bruce Archibald

Ministerial portfolio: Health

Year established: 1997

Main legislative authorities:

CFIA Wide

- *Canadian Food Inspection Agency Act*[i]
- *Agriculture and Agri-Food Administrative Monetary Penalties Act*[ii]

Food Safety

- *Food and Drugs Act*[iii] (as it relates to food)
- *Safe Food for Canadians Act*[iv] (*SFCA*) (Once brought into force, the *SFCA* will replace the following):
  - *Canada Agricultural Products Act*[v]
  - *Consumer Packaging and Labelling Act*[vi] (as it relates to food)
  - *Fish Inspection Act*[vii]
  - *Meat Inspection Act*[viii]

Plant

- *Fertilizers Act*[ix]
- *Plant Breeders' Rights Act*[x]
- *Plant Protection Act*[xi]
- *Seeds Act*[xii]

Animal Health

- *Health of Animals Act*[xiii]
- *Feeds Act*[xiv]

Organizational Context

Raison d'être

The Canadian Food Inspection Agency (CFIA) is Canada's largest science-based regulatory agency. It has approximately 6,925[1] employees working across Canada in the National Capital Region (NCR) and in four operational areas (Atlantic, Quebec, Ontario and Western).

The CFIA is dedicated to safeguarding food, animal, and plant health, which enhances the health and well-being of Canada's people, environment, and economy.

The CFIA develops and delivers inspection and other services in order to:

- prevent and manage food safety risks;
- protect plant resources from pests, diseases and invasive species;
- prevent and manage animal and zoonotic diseases;
- contribute to consumer protection; and
- contribute to market access for Canada's food, plants, and animals.

The CFIA bases its activities on science, effective risk management, commitment to service and efficiency, and collaboration with domestic and international organizations that share its objectives.

[1] This number includes active employees as well as those on paid or unpaid leave.

Responsibilities

The CFIA is responsible for administrating and enforcing 13 federal statutes and 38 sets of regulations, for regulating the safety and quality of food sold in Canada, and for supporting a sustainable plant and animal resource base. In November 2012, the *Safe Food for Canadians Act* received Royal Assent. This new legislation, when fully in force, will bring into effect new regulations that provide the necessary legal framework for a more consistent approach to strengthening food inspection in Canada. The *Safe Food for Canadians Act* consolidates and will replace the *Fish Inspection Act*, the *Canada Agricultural Products Act*, the *Meat Inspection Act*, and the food provisions of the *Consumer Packaging and Labelling Act*.

THE CFIA'S KEY FEDERAL PARTNERS

- Health Canada
- Agriculture and Agri-Food Canada
- Public Health Agency of Canada
- Canada Border Services Agency
- Canadian Grain Commission
- Public Safety Canada
- Fisheries and Oceans Canada
- Natural Resources Canada, including Canadian Forest Service
- Foreign Affairs and International Trade Canada
- Environment Canada, including Canadian Wildlife Service

The CFIA shares many of its core responsibilities with other federal departments and agencies, with provincial, territorial and municipal authorities, with private industry, and with other stakeholders. The CFIA works with its partners to implement food safety measures; manage food, animal, and plant risks, incidents and emergencies; and promotes the development of food safety and disease control systems to maintain the safety of Canada's high-quality agriculture, agri-food, aquaculture and fishery products. The CFIA's activities include verifying the compliance of imported products; registering and inspecting establishments; testing food, animals, plants, and their related products; and approving the use of many agricultural inputs.

Additionally, the CFIA actively participates in international fora for the development of international science-based rules, standards, guidelines and policies. It also engages in the management of sanitary and phytosanitary committees established under international agreements and actively promotes the Canadian science-based regulatory system among foreign trading partners. The CFIA negotiates to resolve scientific and technical issues, contributing to market access for Canadian goods. It also provides scientific advice, develops new technologies, provides testing services, and conducts regulatory research.

At the CFIA, decisions are based on high-quality, timely, relevant science. Science informs policy development and program design and delivery through foresight, advice, risk assessment, the influence of international standards, research and development, and testing.

Strategic Outcome and Program Alignment Architecture (PAA)

To effectively fulfill its responsibilities in safeguarding Canada's food supply and sustaining its animal and plant resource base, the CFIA aims to achieve its strategic outcome[2] (A safe and accessible food supply and plant and animal resource base). The CFIA's Program Alignment Architecture (PAA) illustrates the Agency's plans to allocate and manage its resources to achieve the corresponding expected results. The CFIA's PAA framework, through which resources are allocated for effective delivery of its mandate and performance reporting to Parliament, consists of:

1. **Strategic Outcome:** A safe and accessible food supply and plant and animal resource base.

    1.1. Program: Food Safety Program
        1.1.1. Sub Program: Meat and Poultry
        1.1.2. Sub Program: Egg
        1.1.3. Sub Program: Dairy
        1.1.4. Sub Program: Fish and Seafood
        1.1.5. Sub Program: Fresh Fruits and Vegetables
        1.1.6. Sub Program: Processed Products
        1.1.7. Sub Program: Imported and Manufactured Food Products

    1.2. Program: Animal Health and Zoonotics Program
        1.2.1. Sub Program: Terrestrial Animal Health
        1.2.2. Sub Program: Aquatic Animal Health
        1.2.3. Sub Program: Feed

    1.3. Program: Plant Resources Program
        1.3.1. Sub Program: Plant Protection
        1.3.2. Sub Program: Seed
        1.3.3. Sub Program: Fertilizer
        1.3.4. Sub Program: Intellectual Property Rights

    1.4. Program: International Collaboration and Technical Agreements

    Internal Services

[2] A Strategic Outcome is defined as a long-term and enduring benefit to Canadians that stems from the Agency's vision and mission. It represents the difference the Agency intends to make for Canadians.

Organizational Priorities

The Government is paving the way forward to ensure that CFIA remains a world-class regulator in the food, animal health, and plant sectors. For 2015–16, CFIA will continue transforming itself by:

- innovating processes and systems;
- partnering domestically and internationally; and,
- collaborating with stakeholders.

Transforming through innovation, partnership, and collaboration will help the Agency achieve the objectives and priorities outlined in the Agency's Long-Term Strategic Plan (LTSP). The LTSP helps the CFIA to mitigate risk, strengthen its foundation, and effectively deliver core program activities.

Priority	Type[3]	Strategic Outcome and/or Program
An increased focus on **prevention** which will provide an opportunity to minimize risks to human, animal and ecosystem health	Previously committed to	Food Safety Program, Animal Health and Zoonotics Program, Plant Resource Program and International Collaboration and Technical Agreements
Description		
Integrating proactive and preventive risk management approaches into all CFIA programs and bolstering these approaches with a clear inclusive focus on partnerships and information sharing[4], will help the CFIA to anticipate, prevent, prepare, and manage issues, including managing emergencies. Under this priority, the CFIA has established the following goals: • stakeholders have a clear and common understanding of the primary role that they play in managing risk; • continue to implement legislative and regulatory modernization within the Agency; • proactive and preventive risk management approaches are integrated into all CFIA programs; • inspection systems are designed to verify industry's prevention systems; and • partnerships, networks and information sharing help the CFIA anticipate, prevent, and prepare.		

[3] Type is defined as follows: previously committed to – committed to in the first or second fiscal year prior to the subject year of the report; ongoing – committed to at least three fiscal years prior to the subject year of the report; and new – newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

[4] The exchange of information among partners will be conducted according to applicable provincial and/or federal access to information and privacy legislation and common law principles, and existing information-sharing arrangements.

Priority	Type[3]	Strategic Outcome and/or Program
The CFIA's role as an effective regulator will be enhanced by a focus on **service excellence**	Previously committed to	Food Safety Program, Animal Health and Zoonotics Program, Plant Resource Program and International Collaboration and Technical Agreements
Description		
Strengthening the CFIA's citizen-centred service delivery culture will result in enhanced program delivery and increased confidence in the Agency as a trusted and credible regulator by domestic and international stakeholders. Under this priority, the CFIA has established the following goals: • service culture is embedded within the Agency. The Complaints and Appeals Office provides a single-window for stakeholders to register complaints, compliments and comments related to CFIA's regulatory decisions or service delivery; • the CFIA is a trusted, transparent and credible regulator with adaptable, predictable and consistent program delivery; and • CFIA services support efficient and effective regulation of those sectors of the marketplace that it regulates.		

Priority	Type[3]	Strategic Outcome and/or Program
Adapt and evolve to meet new demands and expectations with a focus on internal **performance excellence**	Previously committed to	All Programs
Description		
Optimizing performance will enable the CFIA to evaluate the effectiveness of the Agency's policies and programs in order to allocate resources to areas of highest risk. Under this priority, the CFIA has established the following goals: • strong internal management systems and governance that support risk-based planning and resource allocation; and • a performance management mindset is embedded in the Agency.		

Priority	Type[3]	Strategic Outcome and/or Program
Focusing on **people** who are supported by training and tools	Previously committed to	All Programs
Description		
Focusing on diverse talent, supported by training and modern tools will result in a stable and skilled CFIA workforce with adaptable and motivated employees. Under this priority, the CFIA has established the following goals: • the CFIA continues to retain and attract competent, qualified, and motivated personnel; • individuals have the tools, training and information they need to support the Agency and progress in their careers; and • the CFIA has the culture it needs to achieve the Long-Term Strategic Plan – a culture of engagement.		

Risk Analysis

While delivering its mandate, the Agency is implementing an ambitious transformation agenda that includes innovation and integrated risk management. Across the Agency, integrated risk management is an integral part of policy, priority setting, planning, resourcing, delivery, review and reporting activities.

Collaborating with domestic and international partners and stakeholders as applicable, the CFIA identifies and manages risks to Canada's food supply and plant and animal resource bases. Some factors influencing key risks faced by the Agency include:

- an increase in the volume and variety of imports;
- an increase in export opportunities for Canadian producers;
- evolution in international standards and requirements;
- an increasingly knowledgeable, demanding and risk-averse consumer and stakeholder base
- ongoing emergence of new pathogens and the emergence of global supply chains; and,
- rapid advances in processing and manufacturing technologies.

Developing and maintaining strong integrated risk management practices provide an organization with the knowledge upon which it can confidently identify and manage its risks. The Agency's Corporate Risk Profile (CRP) is the cornerstone of the CFIA's integrated risk management process. The CRP is developed through research, consultations, and collaboration which supports the Agency's planning, monitoring and reporting processes. The CFIA also applies a cyclical risk assessment of its business lines for Food Safety, Plant Resource and Animal Health. Business line-specific risk assessments manage and mitigate Business line risks and guide risk-based planning and priority setting. From an operational perspective, the Agency's newly developed risk-based oversight processes guide inspection activities and demonstrate continuous refinement and improvement of risk management.

Although the Agency's key risks have not changed, the CFIA's operating environment has evolved significantly. The Agency reviewed the CRP in 2014 to determine the current severity and tolerance of the previously identified risks, and revisit the strategies mitigating them. The results of this process have directly informed the priorities presented in Section 1 under Organizational Priorities as well as the mitigation strategies presented throughout this report.

Table 1 provides the highlights of the CFIA's key strategic risks, ranked in terms of likelihood and impact and gives the planned response strategies to those risks. All risks link to the organization's Program Alignment Architecture.

Table 1: Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Managing Change The ability to effectively manage change on an ongoing basis.	• Agency Transformation • Human Resource Modernization (Improved Agency Human Resources Model (iAHM) • Reinforce Values and Ethics • Enhanced Project Management • Enhance Service and Communication • Strengthen planning, performance monitoring, and reporting • Public and stakeholder engagement on key Agency initiatives through the Agency's Healthy and Safe Food Regulatory Forum.	Strategic outcome of a safe and accessible food supply and plant and animal resource base
Information Management and Information Technology (IM/IT) The ability to make accurate and risk-based decisions using timely, accurate and useful data and information.	• Agency Transformation • A flexible and scalable Electronic Service Delivery Platform (ESDP) designed to modernize inspection and support risk-based decision making • Collaborations with Shared Services Canada • Business Information Management Centre • IM/IT Strategic Plan	
Transparency and Leveraging Relationships Opportunity for the Agency to increase transparency and accountability to stakeholders.	• Creation of Single Window Information Portal • User Fees / Service Standards Modernization • Communication and stakeholder engagement (e.g. Internal and External Communication Strategies) • International engagement • Public and stakeholder engagement on key Agency initiatives through the Agency's Healthy and Safe Food Regulatory Forum.	
Emergency Management The ability to respond to multiple, simultaneous, or large-scale emergencies.	• Agency Strategic Emergency Management Plan • Maintenance and monitoring of current Emergency Management preparedness / response mitigation strategies	

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Scientific Capability The ability to have the scientific capability to adapt and respond in a timely manner.	• CFIA Science Action Plan • Food Safety Information Network • Modernizing Equipment and Laboratories • Enhancing Laboratory Response Capacity	Strategic outcome of a safe and accessible food supply and plant and animal resource base
Legislative, Regulatory, and Program Frameworks The ability of the current legislative, regulatory and program frameworks to support the effective delivery of the Agency's mandate.	• Legislative Modernization • Regulatory Modernization • Business transformation / Program frameworks	
Inspection Effectiveness The ability to have the appropriate inspection effectiveness to expeditiously prevent, detect and respond to food safety, animal and plant health issues.	• Integrated Agency Inspection Model (iAIM) • Risk Assessment (Risk Based Oversight) • Ongoing recruitment, training, and provision of tools for inspectors • Strengthen planning, performance monitoring, and reporting.	

Planned Expenditures

The following tables present the CFIA's total 2015–16 Planned Spending levels and full-time equivalents for the next three fiscal years (2015–16 to 2017–18), excluding funding extensions that the Agency plans to pursue. The tables also reflect the 2015–16 Main Estimates amount for which parliamentary approval will be sought.

Budgetary Financial Resources – (Planned Spending – dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
698,151,888	705,551,888	669,017,128	664,017,658

Human Resources (Full-time equivalents - FTEs[5])

2015–16	2016–17	2017–18
6,148	5,953	5,949

The 2015–16 Planned Spending is approximately $7.4 million higher than the Main Estimates for the same period. This difference is due to planned transfers from Agriculture and Agri-Food Canada (AAFC) to the CFIA to support the joint objectives through the Portfolio Market Access Secretariat and to support initiatives that address food safety, biosecurity and traceability under Growing Forward 2.

In 2017–18 the $41.5 million decrease in planned spending and 199 decrease in planned FTE's are primarily related to sunsetting resources for initiatives under various programs, partially offset by the increased resources to strengthen Canada's food safety oversight system. The Agency will assess the level of resources required for sunsetting initiatives and seek renewal as required to maintain and continuously improve Canada's strong food safety system; and, safe and accessible food supply and plant and animal resource base.

[5] Full-Time Equivalent (FTE): A measure of human resource consumption, it calculates the number of assigned hours of work over the total hours of regularly scheduled work (37.5 hours per week over 12 months). For example, an employee who works half-time (18.75) hours per week) over a 12-month period is equivalent to a 0.5 FTE.

Budgetary Planning Summary for Strategic Outcome and Program(s) (dollars)

Strategic Outcome, Programs and Internal Services	2012–13 Expenditures	2013–14 Expenditures	2014–15 Forecast Spending	2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
Strategic Outcome: A safe and accessible food supply and plant and animal resource base							
Food Safety Program	353,600,998	364,310,525	355,137,093	362,958,350	363,836,779	330,823,048	327,548,878
Animal and Zoonotics Program	175,425,417	187,939,265	94,324,803	113,659,211	114,552,020	114,141,479	114,069,887
Plant Resources Program	88,983,164	86,537,966	78,054,056	76,204,256	76,730,103	75,937,906	75,866,254
International Collaboration and Technical Agreements	33,338,750	35,004,557	31,264,551	30,000,919	34,682,935	34,642,625	34,642,688
Strategic Outcome 1 Sub Total	**651,348,329**	**673,792,313**	**558,780,503**	**582,822,736**	**589,801,837**	**555,545,058**	**552,127,707**
Internal Services	130,707,396	131,959,340	115,800,501	115,329,152	115,750,051	113,472,070	111,889,951
Total	**782,055,725**	**805,751,653**	**674,581,004**	**698,151,888**	**705,551,888**	**669,017,128**	**664,017,658**

2012–13 and 2013–14 information represents final expenditures. The 2014–15 Forecast Spending reflects the Agency's authorities as at 2014–15 Supplementary Estimates (B). The 2014–15 authorities will be updated as a result of final Supplementary Estimates and other adjustments, such as allocations from TB central votes and year-end updates to Statutory Authorities. 2014–15 year-end authorities and actual expenditures will be reported in the 2014–15 Departmental Performance Report.

2015–16 through 2017–18 are planned spending authorities and exclude resources that have not yet been approved such as the renewal of sunsetting resources, annual year-end authority adjustments for statutory items, and annual allocations from TB central votes.

Major Trends:

- Overall Agency resources decrease from 2012–13 to 2017–18 primarily due to various savings initiatives that focus on back office efficiencies and administrative changes that do not impact front line services or food safety, and the sunsetting of resources for various initiatives under the Food Safety Program. The Agency will assess the level of resources required for these initiatives and seek renewal as required to maintain and continuously improve Canada's strong food safety system; and, safe and accessible food supply.
- The significant decrease in the Animal Health and Zoonotics Program relates to statutory compensation payments made under the *Health of Animals Act* in 2012–13 and 2013–14 which are not forecasted in future years.
- The International Collaboration and Technical Agreements Program is fairly stable from year to year.
- The decrease in Internal Services Program requirements is predominantly attributable to savings initiatives that focus on back office efficiencies and administrative changes that do not impact front line services or food safety.

Alignment of Spending With the Whole-of-Government Framework

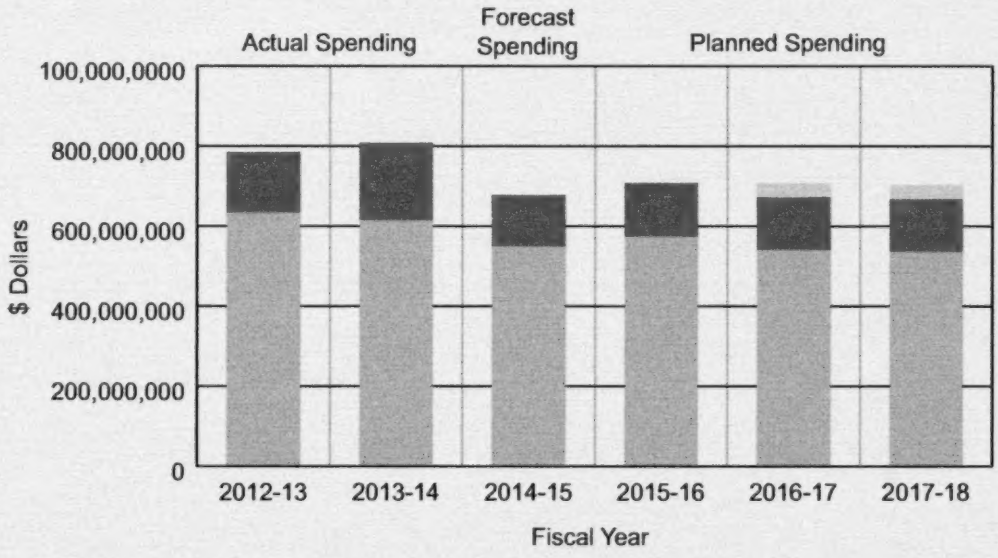
Alignment of 2015–16 Planned Spending With the Whole-of-Government Framework[xv] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2015–16 Planned Spending
A safe and accessible food supply and plant and animal resource base	Food Safety Program	Social Affairs	Healthy Canadians	363,836,779
	Animal Health and Zoonotics Program	Social Affairs	Healthy Canadians	114,552,020
	Plant Resources Program	Economic Affairs	A clean and healthy environment	76,730,103
	International Collaboration and Technical Agreements	International Affairs	A prosperous Canada through global commerce	34,682,935

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic Affairs	76,730,103
Social Affairs	478,388,799
International Affairs	34,682,935
Government Affairs	-

Departmental Spending Trend



	Actual Spending		Forecast Spending	Planned Spending		
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Sunset Programs				208,517	36,164,305	36,556,054
Statutory	151,899,066	194,030,459	128,047,979	134,619,263	131,968,943	131,908,471
Voted	630,156,659	611,721,194	546,533,025	570,932,625	537,048,185	532,109,187

The CFIA saw a significant increase spending in both 2012–13 and 2013–14. This increase was mainly due to statutory compensation payments made to owners of salmon with infectious salmon anaemia ordered destroyed under the *Health of Animals Act*. The increase can also be partially attributed to expenditures related to the startup of the Inspection Verification System Initiative in 2013–14.

The CFIA's planned spending trend is higher in 2014–15 to 2015–16 primarily as a result of new funding for Food Safety Information Network and renewed funding for Bovine Spongiform Encephalopathy (BSE). For 2016–17 and future years, the Agency will assess the level of resources required for sunsetting initiatives and seek renewal as required to maintain and continuously improve Canada's strong food safety system; and, safe and accessible food supply and plant and animal resource base.

Estimates by Vote

For information on CFIA's organizational appropriations, consult the *2015–16 Main Estimates* on the Treasury Board of Canada Secretariat website.[xvi]

Section II: Analysis of Programs by Strategic Outcome

This section details the CFIA's planned activities for its strategic outcome as informed by a number of factors, including Government and Agency priorities, the Agency's Corporate Risk Profile, and the application of lessons learned. Lessons learned may be derived from a variety of sources, including: internal and external audits; internal program evaluations; stakeholder feedback and consultation; information from performance measurement (including quality management); and structured post-incident analysis following significant events such as an animal disease outbreak or a major food safety recall. This section features key areas on which the CFIA will focus its efforts over the next three years.

Strategic Outcome: A Safe and Accessible Food Supply and Plant and Animal Resource Base

Mitigating risks to food safety is the CFIA's highest priority. Safeguarding the health and well-being of Canada's people, environment, and economy is the driving force behind the design and development of the CFIA's programs. The CFIA, in collaboration and partnership with industry, consumers, universities, and federal, provincial and municipal organizations, continues to work towards protecting Canadians from preventable health risks related to food and zoonotic diseases.

The CFIA supports Canadian agriculture and the ability of agri-food businesses to enter domestic and global markets and compete successfully therein. To support this objective, the CFIA develops and enforces regulatory and program frameworks for imports and exports that meet both Canadian and international requirements. As such, the CFIA regularly engages in outreach and consultation activities with key stakeholders and partners (including those in industry), consumers, and international trade and standards organizations. In so doing, the CFIA is also able to maintain open and transparent communication with its stakeholder and consultative groups.

The CFIA strives for excellence and continuous improvement to achieve greater safety outcome and integrity from regulatory systems. As such, the CFIA will move towards a more preventive and systems-based approach under the integrated Agency Inspection Model to enable both the CFIA and regulated parties to more readily adapt to emerging risks and global and scientific trends. The CFIA's integrated Agency Inspection Model will apply globally recognized risk management concepts based on prevention. The integrated Agency Inspection Model replaces the improved food inspection model to fully align the strategic outcomes for all CFIA inspection work and reflect the full Agency mandate. The model represents the CFIA's vision and its approach to regulatory inspection. The CFIA began phasing the model into operation and will continue through 2020. More information about implementation will be provided to stakeholders as it progresses.

The *Safe Food for Canadians Act*, will further strengthen and modernize Canada's food safety system.

The *Agricultural Growth Act, Bill C–18*, tabled in Parliament on December 9, 2013, passed Third Reading in the House of Commons in November 2014, and is now before the Senate. It is a bill designed to modernize and strengthen federal agriculture legislation, support innovation in the Canadian agriculture industry and enhance global market opportunities. The bill[xvii] proposes changes to the suite of statutes that the CFIA uses to regulate our agricultural sector. As part of these changes, the CFIA will continue to work on regulatory renewal for fertilizer and feed and begin amendments of animal health and plant protection regulatory frameworks.

The CFIA is also focused on several horizontal initiatives aimed at contributing to consumer protection. Over the next year, the CFIA plans to enhance stakeholder engagement, to continue to advance its food labelling modernization and transparency initiatives and deliver on its many day to day operational activities. These day to day activities include providing the public with food recall and allergy alert notices and implementing import border blitzes designed to identify and intercept imported food items that may pose a health threat to Canadians.

In line with the improvements made to the Food Safety Program, the CFIA will implement inspection modernization for the Plant Resources and Animal Health & Zoonotics programs. This will assist the Agency to clearly define responsibilities for regulated parties and the CFIA, provide consistent oversight of sectors subject to regulations enforced by the CFIA, expand the use of science and inspection data to help focus resources on areas with the greatest risk, and adapt inspection to focus on verifying the effectiveness of regulated parties' controls.

The performance tables listed in the proceeding pages describe the performance indicators used to measure the extent to which the CFIA is achieving its single strategic outcome. (See Tables 2-1, 2-2, 2-3 and 2-4).

To be successful in delivering on its Strategic Outcome, the CFIA has developed a robust risk management discipline and fosters its use throughout the Agency. As such, the CFIA continually monitors and assesses its operating environment in order to be aware of the threats and opportunities potentially impacting the achievement of its desired outcome. A cornerstone of its risk management process is the development of an Agency-wide Corporate Risk Profile (CRP). The CFIA key corporate risks, as outlined in its CRP, are summarized in Table 1-5.

In order to mitigate these risks and achieve its strategic outcome, the Agency will, through the actions of its program activities (Food Safety, Animal Health and Zoonotics, Plant Resources, International Collaboration and Technical Agreements), concentrate its 2015–16 efforts on innovating processes and systems, partnering domestically and internationally, and collaborating with stakeholders. This will help the Agency support the following four priorities:

- An increased focus on **prevention** which will provide an opportunity to minimize risks to human, animal and plant health;
- The CFIA's role as an effective regulator will be enhanced by a focus on **service excellence**;
- Adapt and evolve to meet new demands and expectations with a focus on internal **performance excellence**; and
- Focusing on **people** who are supported by training and tools

Program 1.1: Food Safety Program

The Food Safety Program aims to mitigate risks to public health associated with diseases and other health hazards in the food supply system and to manage food safety emergencies and incidents. The program achieves its objectives by promoting food safety awareness through public engagement and verification of compliance by industry with standards and science-based regulations. The program delivers initiatives to verify that consumers receive food safety and nutrition information and to mitigate unfair market practices targeting consumers and industry. Collaboration with other governments and stakeholders further enhances the Agency's ability to track, detect and mitigate risks associated with food and the food supply system, including food-borne illness. This program supports public health and instills confidence in Canada's food system.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
362,958,350	363,836,779	330,823,048	327,548,878

Human Resources (Full-Time Equivalents [FTEs])

2015–16	2016–17	2017–18
3,311	3,122	3,118

The Planned Spending for the Food Safety Program decreases by $36.3 million and 193 FTEs from 2015–16 to 2016–17. This decrease is primarily due to the sunsetting of resources for various initiatives. The decrease is partially offset by resources provided to the Agency to strengthen Canada's food safety oversight system, as announced in the 2014 Federal Budget.

The Agency will assess the level of resources required for sunsetting initiatives and seek renewal as required to maintain and continuously improve Canada's strong food safety system.

Table 2-1a: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Risks to the Canadian public associated with the food supply system are mitigated	Number of commodity areas where inspected federally-registered establishments meet established compliance targets	6 out of 6	31 March 2016
	Percentage of Public Warnings for Class I food recalls that are issued within 24 hours of a recall decision	100%	31 March 2016
	Percentage of Public Warnings for Class II food recalls that are issued within 24 hours of a recall decision	95%	31 March 2016
Domestic and imported food products are compliant with Canadian regulations and international agreements	Number of commodity areas where tested domestic food products meet established compliance targets	6 out of 6	31 March 2016
	Number of commodity areas where tested imported food products meet established compliance targets	6 out of 6	31 March 2016

Planning Highlights

New approaches to Food Regulation, Inspection and Surveillance

As part of Agency Transformation, the CFIA will continue implementing the Safe Food for Canadians Action Plan (SFCAP), to modernize Canada's food safety system and adapt it to consumer, global and scientific trends.

In support of its regulatory modernization process, the CFIA has reviewed and is redesigning its food program. In 2015–16, the CFIA will develop and implement the Single Food program that is scheduled to replace the current commodity-based sub-program structure.

The new CFIA food program is designed to:

- direct resources to the areas of highest risk across all food commodities;
- provide a strong policy foundation to support the food program;
- promote compliance with regulatory requirements;
- implement predictable and transparent regulatory response when necessary; and,
- support market access in international trade.

As further support to the implementation of the SFCAP, the CFIA will continue to:

- implement the Integrated Agency Inspection Model (iAIM) as outlined in Section II; and,
- engage with partners and stakeholders on proposed recommendations for a more modern and innovative Canadian food labelling system and collaborate with Health Canada to modernize the food standards.

Finally, as part of its modernization efforts, the CFIA will enhance its risk-based approach to its oversight activities to provide regulated parties with increased transparency and consistency. A key deliverable will be the finalization of a Risk Assessment Model for domestic food producing establishments based on the results of testing the model and expert elicitation. This Model will provide a standard and consistent tool to inform CFIA oversight decisions for licensed establishments, the type, frequency and intensity of CFIA's oversight activities being more proportional to the risks.

Collaborating with stakeholders

In Budget 2014, the CFIA received investments over the next five years to implement the Food Safety Information Network (FSIN), which will improve the Agency's ability to anticipate, detect and respond to food-borne threats and hazards. The FSIN will link food safety authorities and food testing laboratories across Canada to facilitate surveillance and food safety data sharing. In 2015–16, in partnership with the Public Health Agency of Canada, Health Canada, provinces, and territories, the CFIA will continue to build the FSIN and plan the technical infrastructure required to efficiently share food safety data.

Sub-Program 1.1.1: Meat and Poultry

The Meat and Poultry sub-program aims to mitigate risks associated with meat and poultry and their products that are produced in Canada's federally registered establishments or imported for consumption. The program achieves its objectives by verifying that meat, poultry and their products meet health and safety requirements through verification of compliance with the relevant governing acts and regulations. The program also helps to mitigate unfair market practices related to labelling compliance for pre-packaged meat products, and audits the delivery of a grading program based on objective meat quality and retail yield standards. The Meat and Poultry sub-program supports confidence in Canada's meat and poultry and their products.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
191,052,866	156,393,605	156,273,632

Human Resources (FTEs)

2015–16	2016–17	2017–18
1,812	1,541	1,539

The planned spending for the Meat and Poultry sub-program decreases from 2015–16 to 2016–17. This decrease is primarily due to the sunsetting of resources for various initiatives. The Agency will assess the level of resources required for sunsetting initiatives and seek renewal as required to maintain and continuously improve Canada's strong food safety system.

Table 2-1b: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Federally registered meat and poultry establishments meet federal regulations	Percentage of inspected federally registered meat and poultry establishments in compliance with federal regulations	98%	31 March 2016
Meat and poultry products for domestic consumption meet federal regulations	Percentage of tested domestic meat and poultry products in compliance with federal regulations	95%	31 March 2016
	Percentage of tested imported meat and poultry products in compliance with federal regulations	95%	31 March 2016

Planning Highlights

Innovating processes and systems

In 2015–16, the CFIA will continue implementation of its Modernized Slaughter Inspection Program (MSIP) that streamlines and simplifies the food inspection system. A pilot for the MSIP will be initiated in swine, poultry and bovine slaughter establishments and will create opportunities for increased partnership between the CFIA, stakeholders, and key trading partners such as the USA.

In 2014–15, the CFIA amended the *Agriculture and Agri-Food Administrative Monetary Penalties Regulations* to expand Administrative Monetary Penalties (AMPs) to the *Meat Inspection Act and its regulations*. Through AMPs and already existing enforcement options, the CFIA aims to encourage businesses and individuals to comply with regulatory requirements.

In 2015–16, as the Agency moves to a single food program structure, the proactive verification of the compliance of regulated parties and products will be undertaken in a manner that targets areas of highest risk and is based on the best available science.

Collaborating with stakeholders

As part of the Pathogen Reduction Initiative[xviii], aimed at decreasing the levels of pathogens in meat and poultry, the CFIA will publish the results of the Microbiological Baseline Study (MBS) in broiler chicken, and establish pathogen reduction targets and strategies for improved monitoring. In partnership with HC and the PHAC, the CFIA will initiate a baseline study on the prevalence of *E. coli* in beef.

To increase transparency and coordination between Canada and the United States, the CFIA will continue to actively participate in the joint US-Canada Beyond the Border (BtB) and Regulatory Cooperation Council (RCC) initiatives. These initiatives aim to facilitate trade and retain Canadian consumers' confidence in Canada's food supply.

Other initiatives for 2015–16 include:

- *Common Approach to Food Safety – Joint Assessments of Food Safety Systems:* This initiative will advance mutual system comparability through an information sharing agreement, enhance the Canada-US food safety relationship, and serve as a precursor to deeper regulatory alignment between the two countries.
- *Equivalence Agreements for Meat Safety Systems:* This initiative seeks to streamline requirements and procedures related to equivalency for meat safety systems and will establish a mechanism to maintain and promote continued alignment.
- *Certification Requirements for Meat and Poultry:* This initiative will streamline the certification process, including consideration to reduce or eliminate redundant certification, data elements and administrative procedures for shipments between Canada and the US.

Sub-Program 1.1.2: Egg

The Egg sub-program aims to mitigate risks associated with egg and egg products that are produced in Canada's federally registered establishments or imported for consumption. The program achieves its objectives by verifying that eggs and egg products are graded according to relevant governing acts and regulations and that they comply with the requirements of the said acts and regulations. The program also helps to mitigate unfair market practices by verifying that labelling and advertising practices meet the requirements for pre-packaged egg products. This sub-program supports confidence in Canada's egg and egg products.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
8,641,142	8,144,630	8,140,826

Human Resources (FTEs)

2015–16	2016–17	2017–18
83	81	81

The planned spending for the Egg sub-program decreases from 2015–16 to 2016–17. This decrease is primarily due to the sunsetting of resources for various initiatives. The Agency will assess the level of resources required for sunsetting initiatives and seek renewal as required to maintain and continuously improve Canada's strong food safety system.

Table 2-1c: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Federally registered shell egg establishments meet federal regulations	Percentage of inspected federally registered shell egg establishments in compliance with federal regulations	98%	31 March 2016
Shell egg and egg products for domestic consumption meet federal regulations	Percentage of tested domestic shell egg and egg products in compliance with federal regulations	95%	31 March 2016
	Percentage of tested imported shell egg and egg products in compliance with federal regulations	95%	31 March 2016

Planning Highlights

Innovating processes and systems

In 2015–16, Egg sub-program activities will continue to evolve under the Single Food Program until the integrated Agency Inspection Model is fully implemented. Efforts will continue, both within the Agency and in concert with other government departments such as Health Canada, towards improving the consistency in interpretation and delivery of the inspection program and to better focus inspection resources on areas with the greatest risk.

In 2015–16, as the Agency moves to a single food program structure, the proactive verification of the compliance of regulated parties and products will be undertaken in a manner that targets areas of highest risk and is based on the best available science.

Sub-Program 1.1.3: Dairy

The Dairy sub-program aims to mitigate risks associated with dairy and dairy products that are produced in Canada's federally registered establishments or imported for consumption. The program achieves its objectives by verifying that dairy and dairy products meet health and safety requirements through verification of compliance with the governing acts and regulations. The program also helps to mitigate unfair market practices by verifying that labelling for pre-packaged dairy products meets the requirements as set out in the acts and regulations. This sub-program supports confidence in Canada's dairy products.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
11,242,869	10,575,898	10,571,607

Human Resources (FTEs)

2015–16	2016–17	2017–18
112	109	109

The planned spending for the Dairy sub-program decreases from 2015–16 to 2016–17. This decrease is primarily due to the sunsetting of resources for various initiatives. The Agency will assess the level of resources required for sunsetting initiatives and seek renewal as required to maintain and continuously improve Canada's strong food safety system.

Table 2-1d: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Federally registered dairy establishments meet federal regulations	Percentage of inspected federally registered dairy establishments in compliance with federal regulations	98%	31 March 2016
Dairy products for domestic consumption meet federal regulations	Percentage of tested domestic dairy products in compliance with federal regulations	95%	31 March 2016
	Percentage of tested imported dairy products in compliance with federal regulations	95%	31 March 2016

Planning Highlights

Innovating processes and systems

In 2015–16, Dairy sub-program activities will continue to evolve under the Single Food Program, until the integrated Agency Inspection Model is implemented. Efforts will continue, both within the Agency and in concert with other government departments such as Health Canada, towards improving the consistency in interpretation and delivery of the inspection program and to better focus inspection resources on areas with the greatest risk.

In 2015–16, as the Agency moves to a single food program structure, the proactive verification of the compliance of regulated parties and products will be undertaken in a manner that targets areas of highest risk and is based on the best available science.

Sub-Program 1.1.4: Fish and Seafood

The Fish and Seafood sub-program aims to mitigate risks associated with fish and seafood products processed in Canada's federally registered establishments or imported for consumption. It achieves its objectives by developing product and process standards and ensuing that products, importers and domestic industry comply with quality, safety and identity of fish and seafood requirements through verification of compliance with the governing acts and regulations. This sub-program supports confidence in Canada's fish and seafood products.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
49,668,541	51,477,693	50,443,196

Human Resources (FTEs)

2015–16	2016–17	2017–18
453	482	482

Table 2-1e: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Federally registered fish and seafood establishments meet federal regulations	Percentage of inspected federally registered fish and seafood establishments in compliance with federal regulations	98%	31 March 2016
Fish and seafood products for domestic consumption meet federal regulations	Percentage of tested domestic fish and seafood products in compliance with federal regulations	95%	31 March 2016
	Percentage of tested imported fish and seafood products in compliance with federal regulations	95%	31 March 2016

Planning Highlights

Innovating processes and systems

In 2015–16, Fish and Seafood sub-program activities will continue to evolve under the Single Food Program until the integrated Agency Inspection Model is fully implemented. Efforts will continue, both within the Agency and in concert with other government departments such as Health Canada, towards improving the consistency in interpretation and delivery of the inspection program and to better focus inspection resources on areas with the greatest risk.

In 2015–16, the CFIA will continue to enhance the Canadian Shellfish Sanitation Program (CSSP). Under the CSSP, the CFIA will support the roll out of the process to reclassify under-utilized shellfish harvest areas with subsequent re-allocation to new areas with high potential.

In 2015–16, the CFIA will continue to honour Canada-US systems recognition for shellfish. In response to Budget 2014 commitments, the CFIA will enhance compliance of imported foods, by conducting a series of assessments of foreign food safety systems to seek assurances of adequate preventive upstream controls for fish and seafood.

In 2015–16, as the Agency moves to a single food program structure, the proactive verification of the compliance of regulated parties and products will be undertaken in a manner that targets areas of highest risk and is based on the best available science.

Sub-Program 1.1.5: Fresh Fruit and Vegetables

The Fresh Fruit and Vegetables sub-program aims to mitigate risks associated with fresh fruits and vegetables and their products produced in federally-registered establishments or imported for consumption. It achieves its objectives by verifying that products meet all stipulated health and safety requirements through verification of compliance with the relevant governing acts and regulations. This sub-program mitigates unfair market practices by verifying that labelling and net quantity requirements for pre-packaged Fresh Fruit and Vegetable products are adhered to. This sub-program supports confidence in Canada's fresh fruit and vegetable products.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
34,910,256	38,334,433	36,962,307

Human Resources (FTEs)

2015–16	2016–17	2017–18
294	340	338

Table 2-1f: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Federally registered fresh fruit and vegetables establishments meet federal regulations	Percentage of inspected federally registered fresh fruit and vegetable establishments in compliance with federal regulations	98%	31 March 2016
Fresh fruit and vegetable products for domestic consumption meet federal regulations	Percentage of tested domestic fresh fruit and vegetable samples in compliance with federal regulations	95%	31 March 2016
	Percentage of tested imported fresh fruit and vegetables samples in compliance with federal regulations	95%	31 March 2016

Planning Highlights

Collaborating with stakeholders

In response to Budget 2014 commitments, and to enhance compliance of imported foods, the CFIA will conduct a series of assessments of foreign food safety systems to seek assurances of adequate preventive controls for fresh fruit and vegetables. The development of an assessment approach and related tools and standards will be the initial focus.

To increase transparency and coordination between Canada and the United States, the CFIA will continue to actively participate in the joint US-Canada Beyond the Borders (BtB) and Regulatory Cooperation Council (RCC) initiatives focusing on food safety related issues. A Trusted Trader-Agri-food Pilot to reduce inspection frequencies for apples, potatoes and/or onions imported from the US will be conducted by assessing the ability of the industry in Canada and the US to manage risks related to quality standards on its own, without significant reliance on CFIA and USDA inspections.

Innovating processes and systems

In 2015–16, Fresh Fruit and Vegetable sub-program activities will continue to evolve under the Single Food Program until the integrated Agency Inspection Model is fully implemented. Efforts will continue, both within the Agency and in concert with other government departments such as Health Canada, towards improving the consistency in interpretation and delivery of the inspection program and to better focus inspection resources on areas with the greatest risk.

In 2015–16, as the Agency moves to a single food program structure, the proactive verification of the compliance of regulated parties and products will be undertaken in a manner that targets areas of highest risk and is based on the best available science.

Sub-Program 1.1.6: Processed Products

The Processed Products sub-program aims to mitigate risks associated with processed products, including honey and maple products, which are produced in federally-registered establishments or imported for consumption. The program achieves its objectives by verifying that processed products comply with health and food safety requirements through verification of compliance with the relevant governing acts and regulations. This sub-program minimizes unfair market practices by verifying that labelling and net quantity requirements for pre-packaged processed products are adhered to. The program supports confidence in Canada's processed products.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
11,641,531	10,903,337	10,901,778

Human Resources (FTEs)

2015–16	2016–17	2017–18
102	99	99

The planned spending for the Processed Products sub-program decreases from 2015–16 to 2016–17. This decrease is primarily due to the sunsetting of resources for various initiatives. The Agency will assess the level of resources required for sunsetting initiatives and seek renewal as required to maintain and continuously improve Canada's strong food safety system.

Table 2-1g: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Federally registered processed products establishments meet federal regulations	Percentage of inspected federally registered processed products establishments in compliance with federal regulations	98%	31 March 2016
Processed products for domestic consumption meet federal regulations	Percentage of tested domestic processed products in compliance with federal regulations	95%	31 March 2016
	Percentage of tested imported processed products in compliance with federal regulations	95%	31 March 2016

Planning Highlights

Innovating processes and systems

In 2015–16, Processed Products sub-program activities will continue to evolve under the Single Food Program until the integrated Agency Inspection Model is fully implemented. Efforts will continue, both within the Agency and in concert with other government departments such as Health Canada, towards improving the consistency in interpretation and delivery of the inspection program and to better focus inspection resources on areas with the greatest risk.

In 2015–16, as the Agency moves to a single food program structure, the proactive verification of the compliance of regulated parties and products will be undertaken in a manner that targets areas of highest risk and is based on the best available science.

Sub-Program 1.1.7: Imported and Manufactured Food Products

The Imported and Manufactured Food Products sub-program aims to mitigate risks associated with food commodities that are regulated by the relevant governing acts and regulations. The CFIA and provincial/territorial governments share the jurisdiction over IMFP because the sector includes a large variety of foods that are traded intra-provincially or inter-provincially. This program achieves its objectives by verifying that these products comply with the health, food safety, and consumer protection requirements. The program mitigates unfair market practices by verifying that requirements related to net quantity, composition, claims, labelling, and advertising of these foods are adhered to and by enforcing the governing acts and regulations. Through enforcement of the acts and regulations, the program supports confidence in Canada's imported and manufactured food products.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
56,679,574	54,993,452	54,255,532

Human Resources (FTEs)

2015–16	2016–17	2017–18
455	470	470

The planned spending for the Imported and Manufactured Food Products sub-program decreases from 2015–16 to 2016–17. This decrease is primarily due to the sunsetting of resources for various initiatives. The Agency will assess the level of resources required for sunsetting initiatives and seek renewal as required to maintain and continuously improve Canada's strong food safety system.

Table 2-1h: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Risks to the Canadian public associated with imported and manufactured food (IMF) products are mitigated	Percentage of major health risks in the imported and manufactured food sector that are addressed through the annual update to food safety inspection programs	95%	31 March 2016
	Percentage of inspected IMF products with accurate net quantity, composition, labelling and advertising	70%	31 March 2016

Planning Highlights

Partnering domestically and internationally

As announced in the 2014 Economic Action Plan, the Government will modernize the compositional standard for beer to enable the industry to take full advantage of innovation and market developments. In 2015–16, the CFIA will collaborate with Health Canada to begin drafting the regulatory amendments and supporting analysis to revise the beer standards in the Food and Drug Regulations.

Innovating processes and systems

In 2015–16, Imported and Manufactured Food Products sub-program activities will continue to evolve under the Single Food Program until the integrated Agency Inspection Model is fully implemented. Efforts will continue, both within the Agency and in concert with other government departments such as Health Canada, towards improving the consistency in interpretation and delivery of the inspection program and to better focus inspection resources on areas with the greatest risk.

In 2015–16, as the Agency moves to a single food program structure, the proactive verification of the compliance of regulated parties and products will be undertaken in a manner that targets areas of highest risk and is based on the best available science.

Program 1.2: Animal Health and Zoonotics Program

The Animal Health and Zoonotics Program aims to mitigate risks to Canada's animal resource base, animal feeds and animal products, which are integral to a safe and accessible food supply system as well as to public health. The program achieves its objectives by mitigating risks to Canada's animals (including livestock and aquatic animals) from regulated diseases, managing animal disease emergencies and incidents, mitigating and managing risks to livestock and derived food products associated with feed, promoting animal welfare and guarding against deliberate threats to the animal resource base. The program helps to mitigate risks associated with animal diseases that can be transmitted to humans by controlling diseases within animal populations. This program supports the health of Canada's animal resources and instills confidence in the safety of Canada's animals, animal products and by-products, and production systems.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
113,659,211	114,552,020	114,141,479	114,069,887

Human Resources (FTEs)

2015–16	2016–17	2017–18
974	972	972

The Planned Spending for the Animal Health and Zoonotics Program decreases by $0.5 million and 2 FTEs from 2015–16 to 2017–18, due to a decrease and the 2016–17 sunset of resources related to the Canada Border Services Agency (CBSA) led Single Window Initiative outlined in the Beyond the Border Action Plan.

Table 2-2a: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Risks to Canadians from the transmission of animal diseases to humans are minimized	Number of reportable animal diseases that have entered into Canada via specified regulated pathways	0	31 March 2016
	Percentage of cases where investigations were completed following the positive identification of a reportable zoonotic disease	100%	31 March 2016
Domestic and imported animals and animal products are compliant with Canadian regulations and international agreements	Percentage of legally exported animal and animal product shipments destined for foreign markets that meet certification requirements	99%	31 March 2016
	Canada's status on the OIE[6] disease risk status lists remains either "free, controlled risk, or negligible risk"	Status maintained	31 March 2016
Risks to the Canadian animal resource base are mitigated	Percentage of cases where investigations were completed following the positive identification of a reportable animal disease	100%	31 March 2016
Effective preparedness to prevent, control, and eradicate trans-boundary diseases and emerging diseases	Manuals for CFIA officials are updated as needed	All necessary manual updates are completed	31 March 2016
	Number of emergency preparedness simulation exercises in which CFIA participates	9	31 March 2016
Disease outbreaks in Canada are promptly and effectively responded to	Percentage of detections of reportable transboundary diseases and significant emerging diseases in which an investigation was commenced in a timely fashion	100%	31 March 2016
	Percentage of cases where the CFIA communicated with key stakeholders in a timely fashion following the confirmation of a transboundary or significant emerging disease	100%	31 March 2016

[6] World Organisation for Animal Health

Planning Highlights

Innovating Processes and Systems

Effective regulation contributes to the protection of the animal resource base and to a strong economy. The CFIA will continue to review the *Health of Animals Regulations*, in an effort to modernize the humane transport regulations. Amendments to the regulations will ensure regulatory alignment with international standards, reflect current industry practices and animals' actual needs as revealed by recent scientific research, and improve enforcement capabilities.

The CFIA will implement and enhance the Traceability National Information Portal (TNIP), including associated training and regulatory amendments, and add to the livestock traceability data-sharing agreements with provinces and territories (such as the ones with Alberta, Manitoba, Saskatchewan and PEI). These initiatives will enable a faster response to a disease event and facilitate the confinement of a disease to its origins, which will reduce the resulting animal welfare, economic and social impacts.

Partnering Domestically and Internationally

The CFIA will continue to develop an agreement to recognise foreign animal disease control and eradication zones with the United States Department of Agriculture that will protect both countries and minimise trade disruption in the event of a disease outbreak.

Sub-Program 1.2.1: Terrestrial Animal Health

The Terrestrial Animal Health sub-program aims to prevent the entry of reportable, foreign animal diseases and the spread of reportable domestic animal diseases as set out in the relevant governing acts and regulations. This sub-program achieves its objectives by delivering initiatives that track, detect, and mitigate risks to the terrestrial animal resource base. This sub-program supports food safety, public health, and protection of the animal resource base, and instills national and international confidence in Canadian agricultural products. Through verification of compliance, this sub-program supports domestic and international confidence that Canada's animals are free from certain reportable diseases, particularly those potentially transmissible to humans. This program uses funding from the following transfer payment: Statutory Compensation Payments.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
81,546,962	81,166,266	81,094,629

Human Resources (FTEs)

2015–16	2016–17	2017–18
776	774	774

Table 2-2b: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Federally registered veterinary biologics establishments meet federal regulations	Percentage of inspected federally registered veterinary biologics establishments in compliance with federal regulations	90%	31 March 2016
Veterinary biological products in compliance with federal regulations	Percentage of tested veterinary biological products in compliance with federal regulations	100%	31 March 2016
Animals in Canada are transported humanely	Percentage of inspected live loads in compliance with humane transport standards	100%	31 March 2016

Planning Highlights

Innovating Processes and Systems

The CFIA will work with the European manufacturer to institute a better management protocol for Foot and Mouth Disease (FMD) vaccines. The focus will be to re-examine the current strategy around the management of the vaccine banks in Canada, U.S and Mexico to move towards a five-year rotation of vaccine stocks.

Collaborating with Stakeholders

With renewed funding received in 2014, the CFIA will work with partners and stakeholders to review Canada's BSE programming and develop a long-term approach to BSE disease control.

Sub-Program 1.2.2: Aquatic Animal Health

The Aquatic Animal Health sub-program aims to mitigate risks associated with the introduction and spread of certain aquatic animal diseases of concern to Canada. This program achieves its objectives by partnering with Fisheries and Oceans Canada to deliver on initiatives that track, detect and control aquatic animal diseases as set out in the relevant governing acts and regulations. Through verification of compliance, this sub-program supports domestic and international confidence that Canada's aquatic animal resources are free from aquatic animal diseases, and contributes to the sustainable productivity of aquaculture and harvest fisheries. This program uses funding from the following transfer payment: Statutory Compensation Payments.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
24,121,149	24,096,408	24,096,441

Human Resources (FTEs)

2015–16	2016–17	2017–18
69	69	69

Table 2-2c: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Domestic aquatic animals and their products are compliant with Canadian regulations and meet the standards of international agreements	Percentage of certified aquatic animal and aquatic animal product shipments that meet the receiving country's import requirements	99%	31 March 2016
Risks to the Canadian aquatic animal resource base are mitigated	Number of reportable aquatic animal diseases that have entered into Canada via specified regulated pathways	0	31 March 2016

Planning Highlights

Innovating Processes and Systems

The CFIA will implement the Domestic Movement Control Program for Aquatic Animals to ensure that inspection staff are well positioned to deliver services, and that risk to the Canadian aquatic animal resource base is mitigated.

The Animal Health program will begin the planning phase of Compartmentalization Programs for Aquatics. Through recognition of compartments with specified biosecurity status, trade may be maintained in the event of a disease outbreak that is effectively contained within a compartment(s).

The CFIA will continue to expand on Alternative Service Delivery (ASD) options. In 2015–16, ASD opportunities will continue to be sought with approved private and provincial laboratories for private good activities, including export certification and artificial insemination centre testing.

Sub-Program 1.2.3: Feed

The Feed sub-program aims to minimize risks associated with livestock and poultry feeds manufactured in or imported into Canada. The program achieves its objectives by verifying that feeds are safe, effective and labelled in accordance with the relevant governing acts and regulations. This sub-program contributes to the production and maintenance of a healthy and sustainable animal resource base which supports food safety and environmental sustainability. Through verification of compliance, this sub-program supports confidence in feed manufactured in Canada.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
8,883,909	8,878,805	8,878,817

Human Resources (FTEs)

2015–16	2016–17	2017–18
129	129	129

Table 2-2d: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Feed establishments meet federal regulations	Percentage of inspected feed establishments in compliance with *Feeds Regulations and Health of Animals Regulations* (Feed Ban), after follow-up, not including labelling tasks	95%	31 March 2016
Feed labels meet federal regulations	Percentage of inspected feed facilities in compliance *with Feeds Regulations and Health of Animals Regulations* (Feed Ban), after follow-up, when assessed against inspection tasks associated with labelling	95%	31 March 2016

Planning Highlights

Innovating Processes and Systems

Safe and effective animal feeds contribute to healthy livestock and safe food. The CFIA will undertake the modernization of feed regulations to better reflect current science, reduce overlap and redundancy, increase responsiveness to industry changes, address inconsistencies and provide clarity and flexibility to regulated parties. In doing so, the CFIA is engaging Canadians, regulated parties, stakeholders and other government departments. The proposed package will be submitted to the Canada Gazette for pre-publication in the spring of 2015.

Collaborating with Stakeholders

To prepare for the World Health Organisation's May 2015 tabling of the Global Action Plan on antimicrobial resistance (AMR), the CFIA, HC, AAFC and the Canadian Institutes of Health Research (CIHR) are supporting PHAC's Federal Framework for Action, which is aimed at building a national approach to AMR. The CFIA will focus on surveillance, stewardship and innovation regarding antimicrobial use in animals to ensure that a comprehensive data set is available through the Canadian Integrated Program for Antimicrobial Resistance Surveillance (CIPARS).

Program 1.3: Plant Resources Program

The Plant Resources Program aims to mitigate risks to Canada's plant resource base, which is integral to a safe and accessible food supply, as well as to public health and environmental sustainability. The program achieves its objectives by regulating agricultural and forestry products; mitigating risks to the plant resource base (including crops and forests) from regulated pests and diseases; regulating the safety and integrity of seeds, fertilizers and plant products; and managing plant health emergencies and incidents. The program also guards against deliberate threats to the plant resource base, facilitates the introduction of emerging plant technologies and protects the rights of plant breeders. Achieving the objectives of the program instills confidence in Canada's plants, plant production systems and plant products, and contributes to the health of Canada's plant resources.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
76,204,256	76,730,103	75,937,906	75,866,254

Human Resources (FTEs)

2015–16	2016–17	2017–18
770	766	766

The Planned Spending for the Plant Resources Program decreases by $0.9 million and 4 FTEs from 2015–16 and 2017–18. The major items contributing to this decrease is the sunsetting of resources for Plum Pox Monitoring and Management, and the 2016–17 sunsetting of resources related to the Canada Border Services Agency (CBSA) led Single Window Initiative outlined in the Beyond the Border Action Plan.

Table 2-3a: Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Risks to the Canadian plant resource base from imported plants and plant products are mitigated	Number of regulated foreign plant pests that enter into Canada through regulated pathways and establish themselves	0	31 March 2016
Domestic plants and plant products are compliant with Canadian regulations and international agreements	Percentage of domestic seed, crop inputs and plants with novel traits in compliance with Canadian regulations and international agreements	90%	31 March 2016
Confirmed introductions of quarantine pests in Canada are contained and risk- mitigated (e.g. through the issuance of Notices of Prohibition of Movement, Quarantine, up to and including the issuance of Ministerial Orders)	Percentage of confirmed introductions of quarantine pests for which notices are issued	100%	31 March 2016
	Percentage of notices issued in a timely manner	90%	31 March 2016
Canadian exports of plants and plant products meet the country of destination regulatory requirements and Canada's reputation is maintained	Percentage of certified plants and plant products shipment (lots) that meet the country of destination phytosanitary import requirements	99%	31 March 2016

Planning Highlights

Innovating processes and systems

Effective regulation contributes to the health and safety of Canadians, the protection of the plant resource base, the environment, and a strong economy.

The Agricultural Growth Act, Bill C-18[xix], tabled in Parliament on December 9, 2013, passed Third Reading in the House of Commons in November 2014, and is now before the Senate. It is a bill designed to modernize and strengthen federal agriculture legislation, support innovation in the Canadian agriculture industry and enhance global market opportunities. The bill proposes changes to the suite of statutes that the CFIA uses to regulate our agricultural sector. Consistent with its ongoing transformation, the CFIA will be modernizing regulations and inspections related to plant resources, including fertilizer, to make them more risk and outcome-based.

Collaborating with stakeholders

The CFIA works with its partners to manage regulated risks and emergencies; and promote the development of control systems to maintain the safety of Canada's high-quality agriculture, agri-food, and forestry products.

In 2015–16, the CFIA will develop a modernized Emergency Management Strategic Framework for Plant to enhance information sharing among federal, provincial and territorial governments.

Sub-Program 1.3.1: Plant Protection

The Plant Protection sub-program aims to mitigate the risks associated with the introduction and spread of plant pests of quarantine significance to Canada. This sub-program achieves its objectives by delivering initiatives that track, detect and control, or eradicate regulated plant pests and diseases as set out in the relevant governing acts and regulations. The program verifies that plants and plant products, and their associated risk pathways, meet phytosanitary requirements. Through verification of compliance, this sub-program supports environmental sustainability, and public health and instills confidence in Canada's plants and plant products. This program uses funding from the following transfer payment: Statutory Compensation Payments.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
61,142,377	60,371,769	60,300,098

Human Resources (FTEs)

2015–16	2016–17	2017–18
626	622	622

Table 2-3b: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Pre-border plant pest risks are mitigated	Percentage of inspected shipments from off-shore system approaches or pre-clearance programs in compliance with federal regulations	85%	31 March 2016
At-border plant pest risks are mitigated	Percentage of pre-arrival documentation that is in compliance with plant pest-related import requirements	90%	31 March 2016
Post-border plant pest risks are mitigated	Percentage of new pest detections that have a science based management plan initiated within one year	90%	31 March 2016

Planning Highlights

Collaborating with stakeholders

Asian Gypsy Moth (AGM) is an invasive insect regulated as a quarantine pest by Canada and the United States (U.S.). It poses a significant threat to Canada's forests, biodiversity, and economy. The CFIA will continue to collaborate with the US under the AGM Vessel Certification Program to prevent the introduction of the AGM by mitigating the risk of introduction at its origin – consistent with Beyond the Border Action Plan priorities. The CFIA will implement the recommendations of the joint Canada / U.S. assessments of their pilot AGM program completed in 2013. The CFIA will also engage with other countries to explore the expansion of the AGM vessel certification program.

The Asian Long-horned Beetle (ALHB) was detected in August 2013 in an industrial area near Pearson International Airport in Mississauga, Ontario. The CFIA established a quarantine area and will continue implementing eradication control measures in concert with other federal, provincial, and municipal counterparts.

On August 15, 2014, there was a detection of Potato Wart in Prince Edward Island (PEI). Potato wart is a pest of quarantine significance as it can drastically reduce yield and render a potato crop non-marketable. To prevent further spread and maintain access to various markets, the CFIA implemented immediate measures to: contain the infestation; expeditiously conduct surveillance activities; and determine the source of the contamination. Moving forward, the CFIA will continue to monitor identified PEI fields and work with the United States to lift interim import restrictions that were placed on PEI potatoes in 2014.

Innovating processes and systems

The CFIA will continue to minimize the risk of Invasive Alien Species to the Canadian environment and economy. This will be achieved through the continued enforcement of existing phytosanitary measures, and the adoption of new measures, to prevent the introduction of plants regulated as pests in Canada. Additionally, the Agency will develop a domestic primer, an educational tool for communicating with stakeholders, to outline how regulated plant pests are addressed domestically.

Sub-Program 1.3.2: Seed

The Seed sub-program aims to ensure that seeds sold in Canada meet established standards, that seeds are properly represented in the marketplace and that most agricultural crop kinds are registered before entering the marketplace. The program achieves its objectives by verifying that seeds meet quality, biosafety, labelling and registration standards as set out in the relevant governing acts and regulations. Regulating the environmental release of plants with novel traits contributes to environmental sustainability and the health and safety of Canadians. Furthermore, quality assured and accurately labelled seeds contribute to a prosperous agricultural production system and to domestic and international confidence in Canada's seeds.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
10,446,956	10,431,395	10,431,408

Human Resources (FTEs)

2015–16	2016–17	2017–18
98	98	98

Table 2-3c: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Seed complies with federal regulations	Percentage of tested domestic pedigreed seed lots in compliance with federal regulations	95%	31 March 2016
	Percentage of authorized confined releases of Plants with Novel Traits (PNTs) into the Canadian environment that are in compliance with the authorized conditions	90%	31 March 2016

Planning Highlights

Innovating processes and systems

In an effort to maintain high quality while also gaining efficiencies, the CFIA will continue to work with industry to transfer seed crop inspections to an alternative service delivery (ASD) model. The goal of the ASD model is to reduce direct use of CFIA resources for the delivery of crop inspection by transitioning inspection to an independent third-party private sector verification. The model will maintain the integrity and reputation of Canada's Seed Certification System, foster a competitive service delivery environment for seed growers, and create opportunities to provide inspections to all growers. The CFIA is committed to providing oversight of ASD through activities such as monitoring and auditing of the parties involved in seed crop inspection.

Sub-Program 1.3.3: Fertilizer

The Fertilizer sub-program aims to ensure that regulated fertilizer, fertilizer/pesticides and supplement products sold in Canada are properly labelled and safe for humans, plants, animals, and the environment. The program achieves its objectives by verifying that all fertilizers, fertilizer / pesticides and supplements meet the standards for safety as set out in the relevant governing acts and regulations. Through verification of compliance, the program contributes to public health and environmental sustainability and supports domestic and international confidence in fertilizers, fertilizer / pesticides and supplements manufactured in Canada.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
4,211,152	4,206,071	4,206,076

Human Resources (FTEs)

2015–16	2016–17	2017–18
38	38	38

Table 2-3d: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Fertilizer and supplement products meet federal regulations	Percentage of inspected fertilizer and supplement products in compliance with federal regulations (*Fertilizers Regulations*)	90%	31 March 2016
	Percentage of submissions reviewed within the prescribed service delivery standards	90%	31 March 2016

Planning Highlights

Collaborating with stakeholders

The CFIA will continue to engage with stakeholders for the comprehensive review and amendment of the *Fertilizers Regulations*. One of the goals of the review is to align regulatory oversight so that fertilizers and supplements that have a well-established history of being safe are subjected to appropriately reduced oversight requirements. In 2015–16, the CFIA expects to submit the resulting amendments to the *Fertilizers Regulations* to *Canada Gazette I* for pre-publication.

The CFIA regulates fertilizers and supplements that are imported into or sold in Canada. Registration and pre-market assessments are required for some fertilizer and supplement products prior to importation or sale. Consistent with the 2013 evaluation of the Fertilizer sub-program, the CFIA will continue to implement changes to enhance alignment of its pre-market assessment and marketplace monitoring activities with areas that pose the greatest risk to Canada's plants and the environment.

Innovating processes and systems

The CFIA will continue to advance user fee modernization for fertilizers and supplements to adequately reflect the Agency's resource investment into premarket assessments and enforcement in cases of non-compliance.

Sub-Program 1.3.4: Intellectual Property Rights

The Intellectual Property Rights sub-program, by which plant breeders can obtain intellectual property rights for their new plant varieties, aims to create an environment in Canada which supports innovation in plant breeding, as set out in the relevant governing acts and regulations. This sub-program achieves its objectives by assessing applications from plant breeders to determine that new plant varieties meet the criteria for protection, and when all requirements have been met, granting rights to the variety breeder/owner for a period of up to 18 years. The owner of a new variety who receives a grant of rights has exclusive rights over use of the variety, and will be able to protect his/her new variety from exploitation by others. By enforcing the relevant governing acts and regulations, this sub-program stimulates plant breeding in Canada, facilitates better access to foreign varieties for Canadian producers and supports the protection of Canadian varieties in other countries.

Budgetary Financial Resources (dollars)

2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
929,618	928,671	928,672

Human Resources (FTEs)

2015–16	2016–17	2017–18
8	8	8

Table 2-3e: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Plant breeders develop new varieties for the Canadian market	Percentage of Plant Breeders' Rights applications that reach approval and are granted rights	100%	31 March 2016

Planning Highlights

Innovating processes and systems

The *Agricultural Growth Act, Bill C-18*, tabled in Parliament on December 9, 2013, passed Third Reading in the House of Commons in November 2014, and is now before the Senate. It is a bill designed to modernize and strengthen federal agriculture legislation, support innovation in the Canadian agriculture industry and enhance global market opportunities. The bill proposes changes to the suite of statutes that the CFIA uses to regulate our agricultural sector. Among the changes being proposed in this bill are the amendments to the CFIA's *Plant Breeders' Rights Act* (*PBR Act*) to encourage investment in plant breeding in Canada and foster more accessibility to foreign seed varieties for farmers.

Program 1.4: International Collaboration and Technical Agreements

The Canadian Food Inspection Agency's International Collaboration and Technical Agreements program contributes to a coherent, predictable, and science-based international regulatory framework that facilitates compliance with the regulatory requirements of importing countries' food, animals, plants, and their products, resulting in the facilitation of multi-billion dollar trade for the Canadian economy. The program achieves its objectives through active participation in international fora for the development of international science-based rules, standards, guidelines and policies and the management of sanitary and phytosanitary committees established under international agreements. The

CFIA's active promotion of the Canadian science-based regulatory system among foreign trading partners and its negotiations to resolve scientific and technical issues contribute to market access. This program uses funding from the following transfer payment: Federal Assistance Program.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
30,000,919	34,682,935	34,642,625	34,642,688

Human Resources (FTEs)

2015–16	2016–17	2017–18
344	344	344

The Planned Spending for the International Collaboration and Technical Agreements Program remains stable from 2015–16 to 2017–18.

Table 2-4a: Performance Measurement

Expected Result	Performance Indicators	Targets	Date to be Achieved
Canadian interests are reflected in science-based international rules, standards, Free Trade Agreements, and technical arrangements through effective participation in Sanitary and Phytosanitary (SPS) negotiations and International Standards Setting Bodies (ISSB) such as Codex, OIE, and IPPC	Number of key sanitary and phytosanitary negotiations and international standards setting bodies meetings where the CFIA promoted Canada's interests	36	31 March 2016
International markets are accessible to Canadian food, animals, plants, and their products	Number of unjustified non- tariff barriers resolved	45	31 March 2016
International regulatory cooperation, relationship building and technical assistance activities that are in line with the CFIA's mandate	Number of senior level CFIA- led committees with foreign regulatory counterparts	4	31 March 2016
	Number of CFIA-led technical assistance activities provided to foreign national governments	8	31 March 2016

Planning Highlights

As Canada's largest science-based regulatory agency, the CFIA is an active participant in the development of international rules and standards for food safety, animal and plant resources health. The CFIA will continue to lead Canada's participation in the World Trade Organization Sanitary and Phytosanitary (SPS) Committee, the World Organization for Animal Health (OIE), the International Plant Protection Convention (IPPC), the North American Plant Protection Organization (NAPPO) and will continue to partner with Health Canada at Codex Alimentarius.

Through these engagements, Canada influences the development of rules and standards that are consistent with Canada's needs and objectives, and encourages harmonization on matters related to food safety, plant resources, animal health and zoonotics, and consumer protection. Engagement approaches include formal bilateral mechanisms established under international agreements and arrangements, ad hoc mechanisms, and technical cooperation activities. In addition, Canada promotes its regulatory approaches, encourages the adoption of risk and science-based regulations and associated best practices on a global level.

For example, the CFIA will collaborate with other government departments to:

- expand markets for shellfish (Mexico and Chile) and meat (Brazil and Argentina)
- renew trade arrangements for shellfish from Korea

The CFIA will continue to engage and cooperate with international regulatory counterparts in like-minded and emerging economies (e.g., US, European Union (EU), China, India) in order to strengthen and expand partnerships to:

- help manage risks before they arrive at the Canadian border, and
- share/learn best regulatory practices and strengthen capacity in the international regulatory framework to achieve food safety, animal health and plant health objectives.

The CFIA will continue engagement with the U.S. under the Regulatory Cooperation Council (RCC) and the Beyond the Border (BtB) initiative to contribute to a greater alignment of regulatory approaches while maintaining high standards for food safety, animal health and plant health. In 2015-2016, the CFIA will focus on completing existing initiatives, examining permanent alignment mechanisms through cooperative arrangements with the United States.

Key initiatives include:

- continuing work on cooperation and coordination on meat inspection and certification to ensure the safety of meat imports from the United States while reducing the administrative burden for business
- development of a two-year implementation and outreach plan on a wood packaging project under the RCC which better ensures predictability to the implementation between the two countries.
- cooperation on systems recognition for shellfish to protect Canadians from the health risks associated with the consumption of contaminated bivalve molluscan shellfish (for example, mussels, oysters and clams) and providing technical assistance to resolve trade disruptions where possible.

As part of the Safe Food for Canadians Action Plan, the CFIA is developing a policy to guide the determination and application of foreign system recognition and equivalency agreements.

The CFIA will also continue to actively promote the Canadian science-based regulatory system with counterparts in key trading countries and enter into negotiations, to resolve scientific and technical issues and to support greater market access for the Canadian agriculture industry.

Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
115,329,152	115,750,051	113,472,070	111,889,951

Human Resources (FTEs)

2015–16	2016–17	2017–18
749	749	749

The Planned Spending for the Internal Services decreases by $3.8 million from 2015–16 to 2017–18, while FTEs remain stable. The funding decrease is mainly related to the sunsetting of internal support resources for various initiatives and an ongoing transfer of resources to Public Works and Government Services Canada for the consolidation of federal government pay services.

Planning Highlights

Assets and Acquired Services

Agency Transformation will affect how the CFIA delivers services and interacts with stakeholders. Investment Planning (IP) and Governance Oversight will help ensure all investments contribute directly to the Agency's future vision.

In 2015–16, IP will implement recommendations of an internal audit that commenced in April 2014. The focus of the audit was to provide assurance that a management control framework is in place to effectively support integrated investment planning in a manner that is compliant with applicable Government of Canada requirements.

The Government of Canada Web Renewal Initiative is a government-wide priority which will see all departmental and agency websites consolidated into fewer than six Government of Canada websites. The flagship Canada.ca website was launched in December 2013 and the content migration completion deadline of all website information is December 2016.

The CFIA's transparency agenda is part of the CFIA's ongoing transformation to be more service-oriented, responsive and accountable organization and aligns with the new requirements under Open Government and organizational changes under Agency Transformation. In 2015-2016 the Agency will review its own experience and key considerations to develop an approach for its next phase of Transparency.

This will include:

- Considering the approaches taken by its international partners and aligning CFIA's practices with international standards.
- Engaging and consulting with stakeholders on the Agency's approach to transparency and Open Government.

The CFIA will increase project management awareness and maturity across the agency to further develop current practices and disciplines. The continued evolution of project management in the Agency will further improve CFIA's Organizational Project Management Capacity Assessment[xx] rating.

IP and the Enterprise Project Management Office (ePMO) will expand project management training to include a course specific to CFIA Executives. It will also be completing a full review and release of the Enterprise Project Management Framework (ePMF).

The CFIA is a voluntary participant in the 2013-2016 Federal Sustainable Development Strategy (FSDS). Details on the Agency's activities in this area can be found in the Greening Government Operations Supplementary Information Table[xxi] in Section 3.2 of the Reports on Plans and Priorities (RPP).

The CFIA contributes to the FSDS's Theme IV (Greening Government Operations) targets through the Internal Services Program. The Agency plans to:

- reduce the departmental greenhouse gas emissions of its fleet by 13% below 2005 levels by 2020; and
- continue to embed environmental considerations into public procurement, in accordance with the Federal Policy on Green Procurement[xxii].

People Management

The Human Resource (HR) Framework is a complete re-tooling of the HR model, away from a traditional, industrial model to a modern, competency-based framework required for inspection modernization to succeed.

The CFIA's Office of the Staffing Ombudsman will be an important source of identifying potential opportunities for improvement within the Agency's staffing regime.

In 2015–16, as part of its contribution to Agency Transformation agenda, the HR Branch will place emphasis on classification reform, negotiation of new collective agreements and training in support of new food safety regulations.

IM/IT

CFIA is in one of its most transformative periods since its inception. Among its many transformation initiatives, the CFIA has committed to delivering an Improved Food Inspection Model and a new Electronic Service Delivery Platform (ESDP). The sheer scope of transformational changes to CFIA's business requires an integrated, scalable, reliable and secure information and technology environment.

CFIA will be modernizing applications to support the transformation agenda, as well as implement an Application Portfolio Management (APM) Program to move the Agency toward a balanced and sustainable technology platform, architected on Government of Canada (GoC) standards.

Security Management

The threat posed by diseases, pest and invasive alien species continues to evolve due to increased urbanization, terrorism and the global movement of people, animals, plants and goods. With consumers having access to foods from all over the world, risks from food-borne illness are also greater. A robust emergency management program is essential to meet the challenges in this ever-evolving environment.

The CFIA will continue to align its emergency plans for prevention/mitigation, preparedness, response and recovery with its business transformation processes. In addition, the CFIA will regularly update plans to reflect changes and find efficiencies. This will allow the Agency to maintain essential business functions during emergencies.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations provides a general overview of the Canadian Food Inspection Agency's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented condensed statement of operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, can be found on the Canadian Food Inspection Agency's website[xxiii].

Future-Oriented Condensed Statement of Operations For the Year Ended March 31 (dollars)

Financial information	2014–15 Estimated Results	2015–16 Planned Results	Difference
Total expenses	833,280	828,095	(5,185)
Total revenues	54,755	54,298	(457)
Net cost of operations	778,525	773,797	(4,728)

The estimated results for fiscal year 2014–15 and planned results for fiscal year 2015–16 are fairly constant. The variance noted in the expenses is mainly explained by the differences in statutory authority compensation payments between years. The other important transactions taking place in 2014–15, like the severance benefits cash out and the retroactive salary payments, do not impact the accrual accounting expenditures of the Agency for that year since they have already been accrued in past fiscal years. Please note that the severance cash out forecasted amount reflected in the Future-Oriented Statement of Operations Notes is based on the current CFIA payroll situation as well as assumptions from the Office of the Chief Actuary of Canada and the Treasury Board of Canada. Also considered in this report is the payment in arrears implementation by the Government of Canada. The accounting treatment of this transaction impacted the Agency's appropriation but not the expenses.

Supplementary Information Tables

The supplementary information tables listed in the *2015–16 Report on Plans and Priorities* can be found on the Canadian Food Inspection Agency's website[xxiv].

- Departmental Sustainable Development Strategy;
- Disclosure of Transfer Payments Programs Under $5 Million;
- Horizontal Initiatives;
- Upcoming Internal Audits and Evaluations over the next three fiscal years; and
- User Fees.

Tax Expenditures and Evaluations Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[xxv] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Canadian Food Inspection Agency (CFIA)

1400 Merivale Road,
Ottawa, Ontario K1A 0Y9
Canada

Telephone: 800-442-2342 / 613-773-2342

Internet: http://www.inspection.gc.ca/about-the-cfia/contact-us/eng/1299860523723/1299860643049

Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full personyear charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i *Canadian Food Inspection Agency Act:* http://laws.justice.gc.ca/eng/acts/C-16.5/

ii *Agriculture and Agri-Food Administrative Monetary Penalties Act:* http://laws-lois.justice.gc.ca/eng/acts/A-8.8/

iii *Food and Drug Act:* http://laws.justice.gc.ca/eng/acts/F-27/

iv *Safe Food for Canadians Act:* http://laws.justice.gc.ca/eng/acts/S-1.1/

v *Canada Agricultural Products Act:* http://laws.justice.gc.ca/eng/acts/C-0.4/

vi *Consumer Packaging and Labelling Act:* http://laws.justice.gc.ca/eng/acts/C-38/

vii *Fish Inspection Act:* http://laws.justice.gc.ca/eng/acts/F-12/

viii *Meat Inspection Act:* http://laws.justice.gc.ca/eng/acts/M-3.2/

ix *Fertilizers Act:* http://laws.justice.gc.ca/eng/acts/F-10/

x *Plant Breeders' Rights Act:* http://laws.justice.gc.ca/eng/acts/P-14.6/

xi *Plant Protection Act:* http://laws.justice.gc.ca/eng/acts/P-14.8/

xii *Seed Act:* http://laws.justice.gc.ca/eng/acts/S-8/

xiii *Health of Animals Act:* http://laws.justice.gc.ca/eng/acts/H-3.3/

xiv *Feeds Act:* http://laws-lois.justice.gc.ca/eng/acts/F-9/

xv Whole-of-government framework: http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

xvi 2015–16 Main Estimates: http://publiservice.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp

xvii *Agriculture Growth Bill:* http://www.inspection.gc.ca/about-the-cfia/newsroom/news-releases/2013–12-09/eng/1386435526001/1386435540960

xviii Pathogen Reduction Initiative: http://www.inspection.gc.ca/food/meat-and-poultry-products/program-changes/pathogen-reduction/eng/1338819927004/1338819992816

xix AgricultureGrowth Bill: http://www.inspection.gc.ca/about-the-cfia/newsroom/news-releases/2013–12-09/eng/1386435526001/1386435540960

xx Project Management Capacity Assessment: http://www.tbs-sct.gc.ca/pm-gp/doc/ompca-ecogp/ompca-ecogp-eng.asp

xxi Greening Government Operations Supplementary Information Table: http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/2015-16-rpp/eng/1422025285418/1422025287652#s3b

xxii Federal Policy on Green Procurement: http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html

xxiii Future-Oriented Statement of Operations: http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/financial-reporting/eng/1336506187437/1336506285481

xxiv Supplementary Information Tables: http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/2015-16-rpp/eng/1422025285418/1422025287652#s3

xxv Tax Expenditures and Evaluations publication: http://www.fin.gc.ca/purl/taxexp-eng.asp